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## ROUTING AND RECORD SHEET

6 July 1977  
1400

SUBJECT: (Optional)

FROM:

25X1

EXTENSION

NO.

DATE

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S  
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

25X1

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The DDD group would like some assurance that the DCI has read the attached memo prior to their scheduled meeting of 6 July 77. I don't need this book so if you have already received a copy please destroy this one.

Thank you.

14.

15.

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## AGENDA

- I. DCI review of points discussed on 28 April (see att'd "Review of Major Points" prepared for DDO):
- A. DCI comments on 28 April session.
  - B. DCI comments on now completed review of DDO; e.g. disciplinary actions.
- II. Employee response to events of past two months:
- A. General concern that as a clandestine organization, CIA comes out the loser in efforts to woo press with interviews and building tours. Short of total access to files and employees, media always has last word.
  - B. General concurrence that Agency expertise, research and analysis should be made more accessible to U.S. public/private institutions/individuals e.g. Ballou High School.
  - C. Recent grievance action re out-of-phase promotion   has again brought into question inviolability of panels and objectivity of grievance/IG system.
  - D. Morale further affected and rumors spawned by handling of DDO GS 14-15 promotions. To prevent such rumors and adverse effect on morale, notice should have been circulated explaining hold-up.
- III. New Issues. We feel action on those points already tabled (see att'd) are required rather than tabling new issues:
- A. With wide distribution to all DDO Divisions/Staffs of att'd, we have discovered that most of these issues have been tackled repeatedly in the past, but never acted upon. Remedial action is now awaited by DDO employees whose hopes have been stimulated by these and other discussions.
  - B. DDO proposed reorganization prior to that of larger Agency or Community reorganizations seems premature. There have been too many and too frequent structural changes within DDO without sufficient time to assess each. We urge any reorganization be put off until it will be definitive.
  - C. Public relations has many facets. We urge DCI to spend as much time meeting with U.S. Ambassadors and heads of foreign liaison services as he does with U.S. media. Care and feeding of the Ambassadors pays dividends for our field Stations. Similarly foreign liaison services have enjoyed a history of meetings with the DCI. Continued good relations with incumbent service chiefs helps to ensure that these good relations are in turn passed on to successor chiefs.

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## REVIEW OF MAJOR POINTS

### 1. PERSONNEL MANAGEMENT

Point A: Assignments depend on who you know.

- Proposal:
1. Assignment process should be more centralized.
  2. Profiles of positions available should be circulated to Field and Hqs.

Point B: Promotions are slower in DO.

- Proposal:
1. DDO should review comparative promotions of DO with other Directorates and government agencies and take any necessary corrective steps.
  2. All directorate promotions should be disseminated to Hqs and Field with statistical profiles of promotees.
  3. Findings of promotion panels should be final.

Point C: Case officers must be managers to advance.

- Proposal:
- Career track needed to permit qualified officers to advance without management responsibilities.

Point D: DO selection out process is ineffective.

- Proposal:
1. Lower 5% must be informed of their marginal performances and timely action taken to select them out as appropriate.
  2. New hire officers should be reviewed after five year probationary period to determine career suitability.
  3. Personal Rank Assignments should be utilized for movement of non-productive officers.

Point E: Slowing down of retirement has resulted in "graying of DO".

- Proposal:
1. Implementation of effective selection out.
  2. Seek new legislation fixing length of service without regard to age.
  3. Seek new legislation on establishing mandatory retirement age.

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- 2 -

## II. LEADERSHIP AND PROFESSIONALISM

Point A: Dissatisfaction is widespread; morale is gravely low.

Proposal: 1. Management must reflect its concern; restore sense of esprit, mission, dedication and commitment to the officer corps.  
2. Reinstitute use of "clandestine service."  
3. Improve vertical communication in both directions:

Point B: Incompetence is often rewarded; professional standards are deteriorating.

Proposal: 1. Reprimands must be handed out when appropriate to management as well as working levels.  
2. Rebuild DO language capabilities.

## III. ADDITIONAL ITEMS

Point A: Bureaucratic staffs and layers are proliferating.

Proposal: Minimize staffs and layers to streamline decision-making, increase flexibility.

Point B: DO managers are not well trained.

Proposal: Improve management training available for DO officers as they assume major supervisory responsibilities.

Point C: The DO lacks an effective grievance system.

Proposal: Take steps necessary to restore credibility of Inspector General as truly independent grievance system.

Point D: Failure to delegate authority impedes decision-making.

Proposal: Establish DO-wide authorizing standards between DO and Division/Staff and from latter on down the chain of command.

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